

CONFIDENTIALDocument No. 002NO CHANGE in Class. ☒☐ DECLASSIFIED

Class. CHANGED TO: TS S C

DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1763

Date: 21/02/78 BY: 008

MEMORANDUM FOR THE EXECUTIVE DIRECTOR

Subject: Survey of Personnel Division

1. The attached report of a survey of the Personnel Division, Personnel and Administration Branch, by a management team from this office is submitted for action. A copy has been furnished the Executive for Personnel and Administration.

2. a. From November 1946 through March 1947, the undersigned was designated as Personnel Representative of the Director to stimulate personnel procurement for CIG. Up to that time the procurement program had failed to staff adequately our agency.

b. As this assignment was in addition to my other duties, I could not devote full time to it. However, I found it necessary to deal directly with Section Chiefs of the Personnel Division to get anything accomplished.

c. It is true that the Personnel Division has been handicapped by a lack of exact tables of organization and finally approved positions and grades. There has been, however, basic personnel data and functional organization charts available. Furthermore, no personnel procurement limitations existed for several months other than stated office needs. Consequently, a more successful procurement program was possible had an aggressive approach been made. A little imagination and constant, forceful liaison with offices would have produced real results.

d. It is also true that there was a definite lack of overall general policy direction from the Executive for Personnel and Administration and other CIG directing officials. This also could have been overcome by an aggressive approach on the part of the Personnel Division Chief by thinking out his problems, presenting appropriate recommendations to solve them, and following through to obtain results. In fact it is my opinion that such action is his specific responsibility.

3. The attached report generally confirms the opinion I formed, and expressed both verbally and in writing to the Executive for Personnel and Administration and the Deputy Director, prior to being relieved of additional duty as Personnel Representative of the Director, that:

CONFIDENTIAL

CONFIDENTIAL

3. a. The general tendency of the Personnel Division Chief in connection with major problems has been one of withdrawal and waiting for something to come to him, rather than to initiate aggressive action and follow through.

b. The Personnel Division Chief has not been capable of organizing, integrating and providing strong central direction and leadership for his division.

c. The Personnel Division Chief does not possess the qualities of force, imagination, initiative, aggressiveness, personality and leadership to warrant holding a senior executive position - especially not the top grade which the government has to offer. He has obviously been promoted several grades beyond his capabilities.

d. The Assistant Chief of the Personnel Division has done an excellent job to the extent which the situation permitted. He has provided the only central direction there has been in the division, under the major handicaps of trying to serve his chief and of special duties taking considerable time away from his assignment.

e. The Section Chiefs, acting almost independently, have each accomplished more than could have been reasonably expected under the handicap of lack of adequate leadership and central coordination. They are excellent personnel and with proper guidance and coordination can be counted on to do an outstanding overall job.

f. The general level of competence of the senior personnel below section chief level is not comparably high, and in some cases is a handicap. This is particularly true in the Procurement Section.

4. The attached report is quite voluminous as I directed that the survey be carried out in considerable detail. It indicates that progress is being made and contains suggestions and recommendations which should further improve and considerably streamline operational procedures.

5. I concur in the recommendations contained in the report, and recommend further that:

a. The Personnel Division Chief be reassigned to a position more commensurate with his capabilities at not more than a CAP-12 level, where he can work under adequate supervision and will not have major executive responsibilities. If he is not willing to accept reassignment and demotion, he should be eliminated for inefficiency.

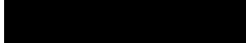
b. All promotions in the Personnel Division and all assignments to it, not in accordance with Inclosure 9 to attached report, be suspended pending determination of final T/O appropriate to this activity.

CONFIDENTIAL

CONFIDENTIAL

5. c. That a competent Division Chief be obtained and that he be delegated adequate responsibility for independent action to warrant a GS-15 grade for the position. It is doubtful whether the position can be filled adequately at a lesser grade. I am not prepared to make a specific recommendation for this position at this time. If desired, however, I believe that I can determine suitable candidates.

d. That the Executive for Personnel and Administration submit his recommendations for reorganization of the Division, including internal operational coordination and procedures, personnel adjustments and a tentative T/O, by 1 June.


Colonel, ASD

25X1A9a

CONFIDENTIAL

25X1A

Approved For Release 2000/08/22 : CIA-RDP61-00274A000100180018-9

Approved For Release 2000/08/22 : CIA-RDP61-00274A000100180018-9

CONFIDENTIAL

**Justification for Proposed Organizational
and Staffing Changes**

1. Downgrading of Chief and Assistant Chief of Division, Chief and Assistant Chief of Procurement and Placement Section.
 - a. Responsibilities for formulation of personnel policy and advising Director on personnel policy is not performed by Division Chief.
 - b. Responsibilities for formulation of procurement and placement policy does not rest with appropriate section chief.
 - c. Proposed program of comprehensive assessment has been abandoned.
2. Reduction of Division Administrative Assistant from CAP-11 to CAP-7.
 - a. Size and needs of division and performance of incumbent do not warrant higher classification.
3. Reduction of Procurement and Placement Administrative Assistant from CAP-7 to CAP-6 and Secretary from CAP-5 to CAP-4.
 - a. Needs and size of section do not warrant a higher classification.
 - b. Both positions do not operate to best interests of section chief at higher grades.
4. Elimination of CAP-13 Recruitment Officer vacancy.
 - a. Integration of procurement activity with other placement activities eliminates needless over-specialization.
5. Elimination of one placement officer in Procurement and Placement Section.
 - a. Recruitment and placement workload has passed its peak.
6. Transfer of personnel of Procurement Records and Correspondence Unit to Transactions and Records Section.
 - a. By centralizing this operation it can better service all sections.
 - b. Closer supervision can be given this operation.
7. Elimination of clerical and stenographic positions in Procurement and Placement.
 - a. Present staff is not utilized to fullest extent.
 - b. Clerical staff is excessive for the current workload and staff positions.

CONFIDENTIAL

CONFIDENTIAL

Approved For Release 2000/08/22 : CIA-RDP61-00274A000100180018-9

8. Elimination of Employee Counsellor vacancy in Employee Relations.
 - a. Need for filling this vacancy does not presently exist.
9. Freezing of either CAF-12 or CAF-9 training positions.
 - a. Until a training program is in operation, needs cannot be ascertained.
10. Elimination of CAF-7 Personnel Assistant in Headquarters and Headquarters Detachment.
 - a. Military allotment is sufficient to cover clerical details of this operation.
11. Downgrading of Standards, Specifications and Training Specialist in Classification.
 - a. Incumbent is not performing duties set forth in job description, but rather performing duties of CAF-11 classification analyst.
12. Transfer of CAF-4 classification clerk from Classification to Transactions.
 - a. Establishment of position control eliminates need for like activity in classification.

Approved For Release 2000/08/22 : CIA-RDP61-00274A000100180018-9

CONFIDENTIAL

CONFIDENTIAL

INCLOSURE 10

Personnel Division

1 April 1947

Proposed top classification grades (differing from Inclosure No. 9)
if responsibilities set forth in 5 d are delegated and carried out.

Office of Chief

CAF-15 - Chief
CAF-14 - Ass't. Chief
CAF-7 - Adm. Ass't.
CAF-5 - Secretary

Procurement and Placement

CAF-14 - Chief
CAF-13 - Ass't. Chief
CAF-4 - Secretary

Transaction and Records

Office of Chief:

CAF-11 - Chief
CAF-7 - Ass't. Chief

CONFIDENTIAL